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Progress in the implementation of the organizational resilience management system

Report of the Secretary-General

Summary

The present report is submitted pursuant to General Assembly resolution 67/254, part II, wherein the General Assembly requested the Secretary-General to submit, at the first part of its resumed sixty-eighth session, a progress report on the implementation of the organizational resilience management system, including information on the steps taken to expand the system to include the specialized agencies, funds and programmes.

The report describes the vision of the organizational resilience management system and summarizes the expected impact on the ability of the Organization to prevent and prepare for, respond to and recover from crisis events. It also describes the status of implementation of the organizational resilience management system at United Nations Headquarters in New York, offices away from Headquarters, regional Commissions, field missions of the Department of Peacekeeping Operations and the Department of Political Affairs and the participating specialized agencies, funds and programmes, as well as the next steps in implementation.

The General Assembly may wish to consider the present report in conjunction with the report of the Secretary-General on progress in the implementation of the recommendations from the after-action review on storm Sandy, which will also be submitted to the Assembly pursuant to resolution 67/254, parts II and IV.

The General Assembly is requested to take note of the report.

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I. Background

1. In its resolution 64/260, part II, the General Assembly stressed the need for a comprehensive and coordinated approach to emergency management, including preparedness and support based on close cooperation and the sharing of best practices and lessons learned among relevant units, agencies, funds and programmes, and on a systematic analysis of existing capacities (para. 6) and requested the Secretary-General to develop a comprehensive emergency management framework, including, inter alia, emergency preparedness and victim support components, which would draw upon international best practices (para. 11). The subsequent proposal by the Secretary-General for an organizational resilience management system as the Organization's emergency management framework was approved by the Assembly in its resolution 67/254.

2. In its resolution 67/254, part II (Organizational resilience management system: emergency management framework), the General Assembly requested a progress report on the implementation of the organizational resilience management system, including information on the steps taken to expand the system to include the specialized agencies, funds and programmes (para. 6). The present report is submitted pursuant to that request. It will be noted that in paragraph 7, part II of the resolution, the Assembly also requested the Secretary-General, in the context of the progress report, to present comprehensive information on the work of the after-action review on storm Sandy, including the action taken to address the shortcomings identified.

3. The latter request will be addressed by the Secretary-General in a separate report on progress in the implementation of the recommendations from the after-action review on storm Sandy, which also responds to the General Assembly's request for a report contained in paragraph 4, part IV (Revised estimates relating to section 34 of the programme budget for the biennium 2012-2013 for remediation work in the aftermath of storm Sandy) of resolution 67/254.[1] Further, it may be of interest to the Assembly to review the related report of the Secretary-General on the placement of United Nations staff members who have been adversely affected by natural disasters, malicious acts and other critical incidents (A/68/483), when considering the present report.

4. Storm Sandy has demonstrated the vulnerability of the Organization's operations to such disruptive events, which can potentially cause a loss of core systems. The response of the United Nations Secretariat to the impact of storm Sandy on Headquarters operations was a reminder of the need for coordinated collective action to crisis events, at all levels, to protect personnel and assets and enable the Organization to continue to deliver its mandates.

5. The organizational resilience management system reflects the common need to:

[1] In paragraph 4, the Secretary-General is requested to present to the General Assembly, at the first part of its resumed sixty-eighth session, comprehensive information on the work of the after-action review of storm Sandy, including the actions taken to address the shortcomings identified, in order to reduce the vulnerability of United Nations Headquarters to future flooding events and other emergencies.

(a) Establish a framework that describes the relationship between the elements that constitute the emergency management landscape;

(b) Enhance the management of operational risk;

(c) Support efforts at the field office level to implement emergency management programmes by adopting a common system that allows offices to leverage each other's capacity, and to harmonize activities around a common good.

6. The emergency management practice of the United Nations has evolved with the risks to its operations. The Organization has expanded emergency management to include business continuity in response to the global threat of pandemic influenza; mass casualty incident response and support to survivors and their families following the catastrophic impact of the Haiti earthquake in January 2010; and in crisis communications, reflecting their criticality as a lesson learned from the storm Sandy response. The organizational resilience management system represents the latest phase in the Organization's approach to emergency management, linking risk-based emergency preparedness and response disciplines, across the continuum of preparedness, prevention, response and recovery.

7. The elements of the organizational resilience management system — crisis management, security management, business continuity, information technology disaster recovery, mass casualty incident response, crisis communications and support to staff, survivors and families — share a common basis and objective, namely, to enhance the management of risks that could disrupt the Organization's operations. These operational risks, defined as the risk of direct or indirect loss resulting from inadequate or failed internal processes, people and systems or from external events,[2] are typically complex and require joint action to manage effectively; they also tend to pose the greatest risk of disruption. The organizational resilience management system contributes to effective operational risk management by prioritizing threats through a joint risk assessment and then aligning efforts to jointly prevent and mitigate them under a common governance structure. The common governance structure mitigates unintentional internal risk transfer. A common framework also reduces the burden on offices to implement emergency management, especially smaller field offices that may not have in-house expertise in each area constituting the organizational resilience management system.

II. Vision for the organizational resilience management system

8. The organizational resilience management system is a comprehensive emergency management framework linking actors and activities across preparedness, prevention, response and recovery and consists of the following processes:

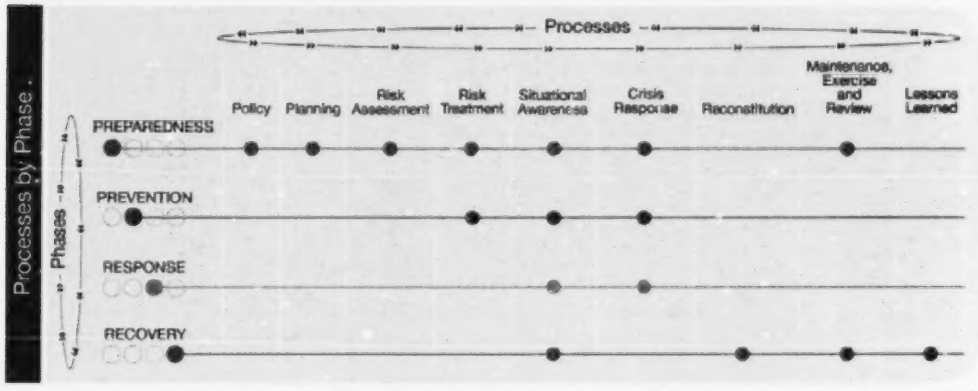
- Policy and plan development
- Risk assessment and mitigation
- Situational awareness
- Crisis management decision-making, operations execution and coordination

[2] This definition was taken from the Basel Committee on Banking Supervision.

- Recovery of people and assets and reconstitution of business processes
- Reviewing actions and identifying lessons to improve processes
- Execution and training
- Implementing lessons learned

9. The organizational resilience management system comprises integrated decision-making and operation coordination bodies, linking the core elements to ensure that processes are undertaken in a timely and coherent manner. A graphical representation of the system, by emergency management phase and process, is detailed in figure I below.

Figure I
Organizational resilience management system



10. Based on the iterative process of continuous learning and improvement, and empowering personnel to tailor the implementation to meet local conditions, the principles of the organizational resilience management system are as follows:

(a) **Risk-based planning and practice**. Duty station emergency management plans will be based on a joint assessment of risks that could disrupt operations, in line with existing United Nations system-wide policies and guidelines;

(b) **Flexible standardization**. The fundamental roles, responsibilities and practice will be tailored to reflect local context, leveraging existing resources and processes;

(c) **Harmonized and integrated implementation**. The planning, structures and behavioural change components will be implemented in coordination with Member States, host country authorities and other key partners;

(d) **Maximized organizational learning**. Lessons learned during implementation will be identified, recorded and shared.

11. The implementation of the organizational resilience management system represents a transformative change in the Organization's emergency risk management. This change is consistent with the global trend towards a more

comprehensive approach to operational risk management.[3] It is the aim of the United Nations and participating common system entities to enhance the ability to ensure the safety and security of personnel and assets, and to deliver mandates in the face of disruptive events, by ensuring the coherence of the organizational resilience management system across the United Nations system.

III. Progress in implementation

12. Under the oversight of the senior emergency policy team,[4] the Under-Secretary-General for Management has been appointed the organizational resilience management system project owner. The Under-Secretaries-General for Peacekeeping Operations, Political Affairs and Field Support are responsible for the implementation of this policy in United Nations peacekeeping field operations, special political missions and logistic facilities respectively.

13. When the General Assembly approved the organizational resilience management system as the United Nations emergency management framework, it expressed its interest in expanding the system to the specialized agencies, funds and programmes. The United Nations and participating common system entities have formed an interdepartmental and inter-agency working group comprising representatives of Secretariat departments, offices away from Headquarters and agencies, funds and programmes.

14. Under the oversight of the senior emergency policy team, the working group developed the implementation strategy and key deliverables. The organizational resilience management system is advantageous for smaller field offices that may not have in-house expertise because it is scalable and based on the application of principles. As a result, it can be implemented at the office, region or headquarters level by a single agency or on an inter-agency basis. In locations without an integrated field mission, United Nations entities can apply the organizational resilience management system framework within the context of the governance and accountability of their respective organizations, in accordance with existing policies and guidelines.

15. The senior emergency policy team approved the phased, but not necessarily sequential, implementation of the organizational resilience management system, as follows:

(a) Phase I: United Nations Headquarters in New York;

(b) Phase II: offices away from Headquarters, regional commissions and field missions of the Department of Peacekeeping Operations and the Department of Political Affairs;

(c) Phase III: agencies, funds and programmes.

16. The senior emergency policy team further stipulated that the priority for organizational resilience management system development and implementation

[3] See *Global Assessment Report on Disaster Risk Reduction 2013* (United Nations publication), p. 186.

[4] The senior emergency policy team is chaired by the Chef de Cabinet and comprises senior management of most departments of the Secretariat as well as high-level representatives from the specialized agencies, funds and programmes based in New York.

would be United Nations Headquarters in New York, with support to early adopters in the rest of the Secretariat and in the wider United Nations system.

17. Each Secretariat duty station has been requested by the Under-Secretary-General for Management to appoint a project manager to lead the local implementation of the organizational resilience management system and the harmonization of emergency management plans. The approach towards implementation of the organizational resilience management system at each duty station will take place through:

(a) Undertaking a joint integrated assessment of risks that could disrupt operations and implementing coordinated risk prevention and mitigation actions in line with existing United Nations system-wide policies and guidelines;

(b) Establishment of centralized, integrated decision-making and operations coordination;

(c) Harmonization of all necessary crisis and emergency management plans;

(d) Implementation of a maintenance, exercise and training regime.

18. To ensure robust, comprehensive support to all participants, the Secretariat has chosen to adopt complementary support mechanisms for United Nations Headquarters and field crisis management, which is coordinated by the United Nations Operations and Crisis Centre.

19. The United Nations Operations and Crisis Centre, located at Headquarters, became operational on 28 January 2013. It comprises staff from the Departments of Peacekeeping Operations, Safety and Security, Political Affairs and Management, as well as from the Office for the Coordination of Humanitarian Affairs and the United Nations Development Programme (UNDP). The Centre will provide support to senior leaders across the system with a view to enabling informed, coordinated and timely decision-making and strategic engagement on operational and crisis-related issues.

20. It is envisaged that during a New York-based crisis, the Centre's infrastructure will be used to support response at Headquarters, with the proviso that doing so does not compromise the Centre's support to field offices.

Implementation at United Nations Headquarters in New York

21. Under the governance of the senior emergency policy team and through the crisis operations group,[5] the organizational resilience management system has been fully implemented at United Nations Headquarters through the achievement of the following deliverables, which reflect the organizational resilience management system processes:

- Approval of the organizational resilience management system policy

[5] The crisis operations group is chaired by the Under-Secretary-General for Safety and Security and comprises personnel from key administrative and support functions at Headquarters, including representatives from the specialized agencies, funds and programmes based in New York. The crisis operations group is supported by the Crisis Management Support Unit of the Department of Safety and Security.

- Adoption of a joint risk management framework to enhance the prevention and mitigation of operational risks that could disrupt operations in New York
- Development of an integrated emergency response and recovery plan, in the form of a playbook, integrating crisis management, business continuity, information technology disaster recovery and crisis communications
- Strengthened and validated common structures to govern, implement and maintain the emergency management programme
- Adoption of a harmonized maintenance, exercise and review regime

22. In accordance with General Assembly resolution 67/254, the senior emergency policy team approved the organizational resilience management system policy for the United Nations Secretariat on 20 November 2013. The policy, which applies to the Secretariat as a whole, is described in detail in earlier reports of the Secretary-General (A/67/266 and A/66/516). The policy stipulates the core elements, processes, implementation approach, priorities, principles, governance, terms and definitions, and monitoring and compliance. Being principles-based, the implementation of the policy will be tailored to reflect the specific conditions of the duty stations of the Organization. The senior emergency policy team is responsible for overseeing the implementation of the policy.

23. One of the recommendations from the after-action review on storm Sandy was to review the existing risk assessment mechanisms. In response to this recommendation, an interdepartmental and inter-agency working group was established, overseen by the United Nations Headquarters crisis operations group and chaired by the Under-Secretary-General for Safety and Security. The working group produced an operational risk management model for emergency management, based on the security risk management model, which was adapted to be applied to the wider emergency management. The methodology is predicated on managing risks at three levels simultaneously:

- Level 1: effective risk management at the department and office levels
- Level 2: implementation of operational risk management at the organization level, in support of the first level
- Level 3: internal and external audit

24. The framework was endorsed by the crisis operations group as part of the storm Sandy after-action review process.[6] It outlines the governance mechanism, key definitions, stakeholders, the operational risk model and workflow and the risk treatment plan. The framework was applied to assess the risks that could disrupt operations in New York.

25. United Nations Headquarters has an approved crisis management plan, business continuity plan, information technology disaster recovery plan and pandemic preparedness plan. In order to operationalize these comprehensive policy documents and offer practical guidance to managers during a crisis response, Headquarters has produced an organizational resilience management system playbook that consolidates essential crisis management, business continuity, information

[6] See details in the forthcoming report of the Secretary-General on progress in the implementation of the recommendations from the after-action review on storm Sandy.

technology disaster recovery, crisis communications, medical response information, and contact lists. The playbook also includes emergency response checklists. On behalf of the senior emergency policy team and crisis operations group, which are responsible for emergency management at Headquarters, the playbook is maintained by the Business Continuity Management Unit in the Office of Central Support Services, Department of Management, and is updated on a quarterly basis.

26. The organizational resilience management system cannot be considered reliable unless it has been exercised and tested to ensure that emergency management procedures are consistent with business priorities and policy and are constantly improved. To this end, staff with emergency management responsibilities must be trained and able to work as a team under crisis conditions. The Organization must also demonstrate due diligence in respect of the management of identified risks. These objectives will be achieved through the implementation of a formal maintenance, exercise and review regime, which will be embedded in the Organization's work processes. Under the maintenance, exercise and review regime:

(a) All aspects of response and recovery will be exercised;

(b) Emergency management plans will be kept current;

(c) Required documentation, such as after-action reviews on events, will be maintained and distributed in a timely manner;

(d) Emergency management capabilities will be evaluated to identify improvements to both emergency management programme implementation and organizational resilience.

27. The maintenance, exercise and review regime was initiated at Headquarters on 1 January 2014, under the overall governance and oversight of the senior emergency policy team.

28. The operation of the organizational resilience management system at Headquarters will be reviewed continuously and improved.

Progress in implementation at offices away from Headquarters, regional commissions, peacekeeping operations and special political missions

29. In the light of the need to enhance emergency preparedness and response to reflect the lessons learned from storm Sandy, the senior emergency policy team prioritized United Nations Headquarters for implementation of the organizational resilience management system. Nevertheless, significant progress has been made by early adopters among the offices away from Headquarters and in the peacekeeping and special political missions.

30. At the United Nations Office at Geneva, a United Nations crisis management team, which includes representatives of all Secretariat entities based in Geneva and the United Nations High Commissioner for Refugees, is in place and is responsible for approving and activating emergency management plans. Crisis management team members have been instructed on organizational resilience and have tested the playbook in a crisis simulation exercise. The playbook integrates, inter alia, crisis management, business continuity, crisis communications and information technology disaster recovery.

31. To enhance the capacity established by the full roll-out, in 2011, of an integrated business continuity management framework in the peacekeeping and special political missions, the Departments of Peacekeeping Operations, Political Affairs, Field Support and Safety and Security are collaborating to develop crisis management guidance for peacekeeping and special political missions and logistic facilities, which will be aligned with the organizational resilience management system.

Progress in implementation at the specialized agencies, funds and programmes

32. Although in the initial phases, there has also been progress towards implementation of the organizational resilience management system in the specialized agencies, funds and programmes:

(a) **World Food Programme**. The Executive Director has issued three circulars describing the principles, organization, roles and responsibilities for crisis management, business continuity and emergency response, which make reference to, and are aligned with, the organizational resilience management system. The World Food Programme is collaborating with the Business Continuity Management Unit and the Food and Agriculture Organization of the United Nations to develop an emergency management framework for Rome-based agencies;

(b) **Food and Agriculture Organization of the United Nations**. The Food and Agriculture Organization of the United Nations has aligned its business continuity framework to the organizational resilience management system, with a view to integrating all emergency and preparedness plans. The organization is also integrating organizational resilience management system elements into its Handbook for Emergency Preparedness and Response;

(c) **International Labour Office**. To facilitate and harmonize the approach to crisis response across different organizations in Geneva, during the past year, the United Nations Office at Geneva has assisted the International Labour Office with the implementation of the organizational resilience management system. At the International Labour Office headquarters, the efforts resulted in the establishment of a crisis decision-making capacity, the issuance of a business continuity policy directive, the adoption of a crisis management standard operating procedure and the development of an integrated emergency response tool, in line with the model developed by the United Nations Office at Geneva. At the same time, a scalable mechanism to roll out organizational resilience to all International Labour Office field offices has been developed for the Office, leading to the establishment of crisis management teams at all larger International Labour Office field offices and the instruction of all field offices in the development of emergency response tools;

(d) **Office of the United Nations High Commissioner for Refugees**. Forming part of the crisis management team led by the United Nations Office at Geneva, the United Nations High Commissioner for Refugees has requested the United Nations Office at Geneva to provide assistance with the implementation of organizational resilience at its headquarters and field locations and has adopted the United Nations Office at Geneva model for the development of an integrated emergency response tool;

(e) **United Nations Development Programme**. UNDP has aligned its business continuity management system with the organizational resilience

management framework. Business continuity management is an integral part of the Programme's overall risk management. A new standard for business continuity plans has been introduced and circulated to field offices. The new standards streamline the planning process while ensuring clarity of roles and responsibilities for critical functions, including staff support, staff safety and security and information technology disaster recovery. A new crisis response structure is now in place to cover a seamless transition from pre-crisis to post-crisis management. UNDP has participated in the organizational resilience management system policy development, coordinating closely with the Business Continuity Management Unit of the Secretariat. Following approval of the organizational resilience management policy by the senior emergency policy team in November 2013, the policy will be tabled for adoption by UNDP in early 2014, with full implementation expected in 2014.

33. Within the context of its mandate and the organizational resilience management system, the Emergency Preparedness and Support Team's preparedness, emergency response and post-emergency support services are being rolled out at United Nations Headquarters in New York, offices away from Headquarters, regional commissions, field missions and the agencies, funds and programmes.

34. The Emergency Preparedness and Support Team has developed a suite of training modules for staff and family support incorporating international best practices through formal partnerships with academia, non-governmental organizations and the private sector. These international best practices are complemented with United Nations internal resources and training packages delivered through the Critical Incident Stress Management Unit of the Department of Safety and Security and the Staff Counsellor's Office.

35. The above training modules and packages are targeted towards building the capacity of staff, managers and specific roles activated during critical incidents such as family focal points, which provide dedicated support to affected families, call centre volunteers, and family support teams, which support enhanced preparedness and serve as first-tier responders in the event of a critical incident at their respective duty stations. The training equips the persons filling the various roles with skills and knowledge in emergency preparedness, self-care, psychological first aid, emotional and practical assistance, human resource benefits and entitlements and emergency response, as well as providing guidance and support in navigating the system.

36. The Emergency Preparedness and Support Team training programmes have been delivered at Headquarters and all offices away from Headquarters and regional commissions, establishing a pool of some 400 staff volunteers to serve as first-tier responders and support families during and following crises. This initiative has also contributed to the establishment of internal staff capacity to address preparedness and response. The training programme is being scaled up to address support needs in field operations and within United Nations agencies, funds and programmes, with participation extended to UNDP, the United Nations Children's Fund (UNICEF) and the United Nations Population Fund (UNFPA).

37. In addressing the development of staff capacity in field operations and scaling up organizational resilience management, a dedicated "train the trainer" programme was conducted in Entebbe, Uganda (September 2013) for human resources, administrative and psychosocial professionals from six field operations, who have been certified and will roll out Emergency Preparedness and Support Team programmes in their respective duty stations, thereby building in-situ staff capacity.

A series of "train the trainer" programmes are being scheduled for 2014 for the remaining field operations and United Nations agencies, funds and programmes.

38. The Emergency Preparedness and Support Team has also developed and released a range of resources, guides and tools since March 2011 to promote preparedness for staff and families across the Secretariat and agencies, funds and programmes. All information resources are available online through the Emergency Preparedness and Support Team website, which serves as a resource for staff, families and partners.

39. The above information and guidance to staff and families is augmented by easy-access information on how to proceed in the event of an emergency; as part of the storm Sandy after-action review, under the stewardship of the crisis operations group chaired by the Under-Secretary-General for Safety and Security, the Secretariat is establishing a resilient, single emergency information page, which will integrate automatic information alerts to staff who register for the service. Crisis communications protocols are also being strengthened so that staff receive timely, accurate emergency information.

40. Building staff capacity to prepare for, respond to and recover from critical incidents remains an ongoing priority for 2014-2015. In addition to existing training programmes offered by the Department of Safety and Security and the Department of Management, consultations are under way with the United Nations System Staff College to develop a pilot modular training curriculum for programme, operations and communications professionals working in emergencies, integrating the organizational resilience management system within the Organization's substantive programme interventions (namely, humanitarian and crises interventions). The objective of this proposed training is to enhance the knowledge and skills of United Nations staff with respect to coordinating emergency preparedness, response and recovery.

IV. Next steps in implementation

41. In accordance with the implementation strategy directed by the senior emergency policy team, following implementation of the organizational resilience management system at Headquarters, the focus of implementation will now shift to the offices away from Headquarters, regional commissions, field missions of the Departments of Peacekeeping Operations and Political Affairs, and specialized agencies, funds and programmes. Three mutually supporting tracks will be pursued:

(a) Implementation of the organizational resilience management system policy throughout the United Nations Secretariat;

(b) Review of emergency risk management, preparedness and response systems and frameworks in place across the United Nations system, through the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination towards possible coordination and alignment;

(c) Leveraging opportunities to further implementation, embedding the framework's tenets in organizational culture, for example, integrating the organizational resilience management system into the modular training curriculum for programme, operations and communications professionals working in emergencies, which is being developed by the United Nations System Staff College. Key performance indicators will also be developed in 2014 to incorporate the

organizational resilience management system into normal business processes. As recommended by the Advisory Committee on Administrative and Budgetary Questions and endorsed by the General Assembly, these performance indicators will include the realization of economies of scale and the retirement of redundant systems. In this regard, it should be noted that, at present, validation of critical information technology systems is included in the senior managers' compact. In its report A/67/608, the Advisory Committee expressed the expectation that it would receive an assessment of the effectiveness of the implementation of the organizational resilience management system against performance indicators. As noted above, the Secretariat will develop these indicators collaboratively with the offices away from Headquarters, regional commissions and field missions of the Departments of Peacekeeping Operations and Political Affairs, for presentation to the senior emergency policy team for approval at its meeting in June 2014. A meaningful assessment of the effectiveness of implementation against these indicators will be available in the fall of 2014 in the case of United Nations Headquarters in New York and in early 2015 for the other Secretariat duty stations.

42. Implementation of the organizational resilience management system is being carried out by the appointed project managers and focal points from Headquarters, offices away from Headquarters and representatives from the agencies, funds and programmes, and by a system-wide, online community. Led by the Business Continuity Management Unit, these participants will share best practices and innovations, which will be integrated into guidance and practice.

43. The Secretary-General proposes to present a follow-up report for the sixty-ninth session of the General Assembly, summarizing progress made in the implementation of the organizational resilience management system, focusing on progress towards implementation across the Secretariat and in the specialized agencies, funds and programmes.

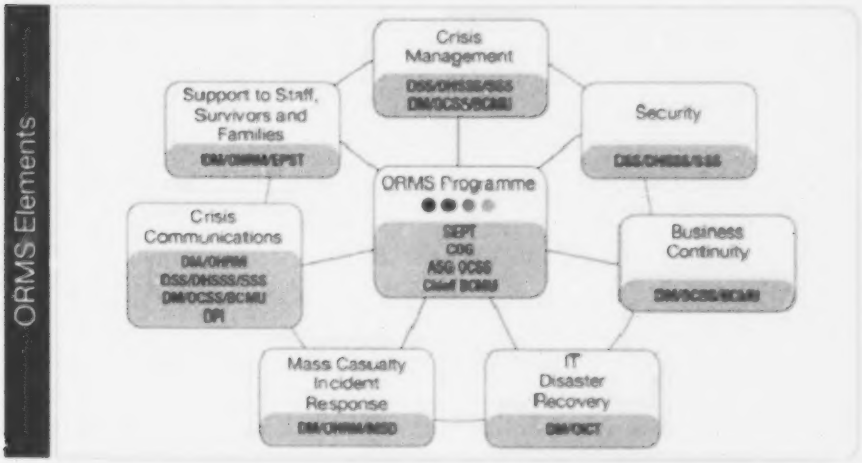
V. Cost of the organizational resilience management system initiative

44. In its resolution 67/254, part II, the General Assembly requested a detailed accounting of the full cost of the organizational resilience management system initiative (para. 4).

45. The organizational resilience management system initiative seeks to establish an overarching, common emergency risk management framework. The initiative consolidates and harmonizes existing emergency management policies and the processes that support them. As such, its implementation draws upon existing resources and capacity within the Secretariat. This approach was validated at Headquarters in New York, which implemented the framework within existing resources.

46. The Headquarters departments and offices that support staff are already executing emergency risk management, either as part of business continuity and emergency preparedness activities or as an intrinsic part of the delivery of their core mandates, for example, in the context of the provision of safety and security services and support to field operations. The principal components that constitute the organizational resilience management system are detailed in figure 2 below. While the respective process owners are indicated in each box in figure 2, departments manage each of the components within their own structure as well.

Figure 2
Elements of the organizational resilience management system



47. In terms of the investment of staff time for the initiative, the table below provides a list of the staff currently dedicated to the implementation, with an indication of the average amount of time involved in the coordination and management of the organizational resilience management system implementation each year.

Staff resources dedicated to the management of the implementation of the organizational resilience management system initiative

Position	*Department office*	*Days per annum*
Assistant Secretary-General for the Office of Central Support Services	DM/OCSS	1.5
Chief — Business Continuity Management Unit (P-5)	DM/OCSS/BCMU	27.0
Business Continuity Specialist (P-4)	DM/OCSS/BCMU	15.0
Chief — Emergency Preparedness and Support Team (P-5)	DM/OHRM/EPST	4.5
Human Resource Officer (P-4)	DM/OHRM/EPST	4.5
Associate Administrative Officer (P-2)	DM/OHRM/EPST	4.5
Director — Medical Services Division (D-2)	DM/OHRM/MSD	4.0
Senior Medical Officer (P-5)	DM/UNMERT	9.5
Chief, Field Support Services (D-1)	DSS/FSS	3.5
Programme Officer (P-3)	DSS/FSS	7.0
Focal Point for Security (P-5)	DPKO/OUSG	26.5
Organizational Resilience Officer (P-4)	DPKO/OUSG	20.0
Information Technology Officer (P-3)	DFS/ICTD	2.0
Information Technology Disaster Recovery Officer (P-4)	DM/OICT/IMS	9.0
Business Continuity Programme Manager (P-4)	UNOG/DOA	24.0

48. This population of contributors will expand as the framework is rolled out across the Secretariat and will be updated accordingly. It is expected that the current level of activity will continue and that, as the project advances, the organizational resilience management system will continue to be implemented using existing resources.

VI. Action to be taken by the General Assembly

49. **The General Assembly is requested to take note of the present report.**